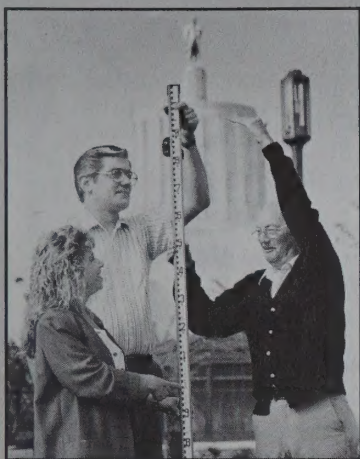


WHAT'S NEW



Metric shift due in 1996

Don Bedford (right) is "thinking metric" these days, as coordinator of Oregon's conversion to the metric system of measurement, a federal mandate carrying a September 1996 deadline. Bedford measures Rhonda McPherson (1.54 meters tall) and Jim Garrard (1.94 meters), both of Roadway Design, Salem.

See story, Page 4

Drinking driver deaths decline

Fewer people are dying on Oregon roads in alcohol-related accidents.

Troy Costales, of Traffic Safety, said the number of alcohol-related traffic fatalities dropped by 25 percent in 1991 compared to 1988, from 306 to 230. He attributed the decline to increased law enforcement of the state's drinking-and-driving laws, an emphasis on safety belt and motorcycle helmet use, and Oregon's new zero-tolerance law for young drivers.

Those factors have driven the alcohol-related traffic fatality count to its lowest level since 1977, when the fatal accident reporting system began, Costales said. In that year, 348 people died in alcohol-related crashes.

Bridge exhibit visits center

A traveling exhibit featuring a basic computer-aided design program visits the Alsea Bay Bridge Historical Interpretive Center at Waldport now through Aug. 9.

The "Discover E (Engineering)" exhibit allows visitors to design their own simulated bridges and the opportunity to build a variety of miniature bridges. Designed by the Oregon Museum of Science and Industry and sponsored by the consulting firm CH2M Hill, the hands-on exhibit is being circulated to sites throughout North America.

For more information, contact the center at 563-2002.

'Monkeys' inspect bridges



Multnomah County Bridge Supervisor Brad Bonney watches the "bridge monkeys" from Burgess and Niple Bridge Inspection Co., of Columbus, Ohio, check the Broadway Bridge over the Willamette River in Portland.

Some people come to Oregon to climb mountains. But a six-person crew from Ohio has come here to climb bridges.

While most bridge inspectors use scaffolding, cranes or other mechanized vehicles to examine a bridge closely, a team of structural engineers hired by ODOT is using rock-climbing techniques to get to otherwise-inaccessible areas while inspecting several bridges in Multnomah, Clackamas and Hood River counties.

The Columbus, Ohio-based engineering firm, Burgess and Niple, uses its so-called "bridge monkeys" to conduct in-depth structural inspections.

Steve Tuttle, ODOT's local agency bridge inspection coordinator, said the bridge climbers check for any kinds of deterioration or deficiencies that the structure might have that would affect a bridge's capacity. While inspecting everything from rivets to girders to pavement, they also must search for secure handholds and footholds.

The climbing approach for bridge inspections, pioneered by Burgess and Niple in 1981, is often quicker, less expensive and more effective than traditional methods, according to Ray Stokes, the company's bridge inspection director. Perhaps the biggest advantage of the climbers' inspection technique is that it usually allows bridges to remain open to traffic.

The structural engineers, limiting themselves

See CLIMBERS, Page 5

1992 Jackson Scholars not lacking aspirations

Ryan Allen and Erika Larsen have won four-year scholarships through ODOT's and the state Parks and Recreation Department's Glenn Jackson Scholars program.

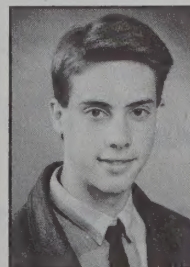
Allen, son of South Beach State Park Manager John Allen, graduated from high school this spring with a 3.9 grade point average, and plans to attend the Colorado School of Mines, at Golden, Colo., to study chemical engineering. Larsen, daughter of Region 2 Right of Way Agent Darris Allen, anticipates earning a major degree in elementary education and minor in theater arts at Western Oregon State College, Monmouth, with the ambition of teaching junior high school.

Each of the two Jackson Scholars

win a maximum of \$10,000 for tuition and the option to work the next four summers at ODOT.

While in high school, Allen worked as a busboy at a restaurant, and he performed a chemical classification inventory for his chemistry teacher. He also was vice president for the National Honor Society during his senior year, and was the school's Science Club vice president and junior varsity basketball co-captain in his junior year.

Allen was recognized in Who's Who Among High School Students; won a certificate of honor for his academic achievements from Oregon State University; earned the Outstanding Chemistry Award from the American Chemistry Society; and was a Beaver Boys State



Allen



Larsen

Representative. Allen also was a member of his school's basketball and golf teams, band, and letterman club, as well as a Friends of Yaquina Bay Lighthouse volunteer.

During high school, Larsen worked on the Oregon State Highway Youth Litter Patrol, cut grass for senior citizens, served as a teacher's aide, and helped elderly, disabled and poor people through a public-service club. She was a National Honor Society member for two years, tutored Hispanic students through

See SCHOLARS, Page 4

DIRECTOR'S COLUMN

Think twice, act once, do the right thing

By DON FORBES
ODOT Director

The initial reaction to our new Pride In Public Service initiative has been confusion.

After learning more about it, people are generally positive. The program is essentially an insurance policy that helps employees feel more secure and provides them decision-making skills. And it helps people make choices when a situation has conflicting values.

Because we're in the public eye, we are expected to be more accountable for use of the public's resources. This is a reality that we must all abide by as public employees.

As I look at how we've prepared our work force to accept a high ethical standard. I see some gaps. What we're now offering employees is like an insurance policy, in that it involves discussing work situations that may pose ethical dilemmas, and offers employees a set of ethical principles so we can make sound decisions in these situations.

Let me illustrate what I mean by relating a recent event

This spring, we had an ambitious group of volunteers, including many ODOT employees, who put on an event to benefit a wild-bird preservation group, the Oregon Raptor Center. They staged a running and bicycling endurance event. Because the course used state roads, it required certified flaggers to stop traffic. The group contacted Bob Yates, a qualified flagging instructor in Highway's Region 1, for training.



FORBES

While Bob welcomed the opportunity to provide safety training, he questioned whether such training for a volunteer fund raiser was an appropriate use of state resources. As he thought about the issue, he arrived at an approach that allowed him to be ethically responsible for state resources and to provide training for the group.

He volunteered to teach people how to flag on his own time. He used outdated flagger-training booklets for an evening course that was held at a volunteer's home, and showed a

responsible means not stealing. Clearly, nothing in this example has anything to do with stealing; it's about choices in using public resources. Second, it would be difficult to write a policy to completely cover this and other situations. It's much better for us to understand ethical principles and be sensitive to situations that can have ethical implications. Then, when we're in a situation like Bob's, we can sit down, list the issues and make the right decision.

As our department—along with other state agencies—undergoes change in an effort to

It's much better for us to understand ethical principles and be sensitive to situations that can have ethical implications. Then, when we're in a situation like Bob's, we can sit down, list the issues and make the right decision.

department flagger training videotape that was produced by ODOT Photo Services. The old training booklets would have been recycled if he hadn't found a use for them. And the flagger videotape is available for any citizen group, because it's being used to help protect them while out on a public road.

So in one weeknight, Bob certified 14 flaggers-for-a-day.

This is a good illustration for two reasons. First, some people believe that being ethically

increase productivity, we'll have fewer managers and more front-line people making decisions. These decisions will be based more on values and guidelines than on situation-specific rules. That's why public employees need to understand ethical decision-making skills, so we know how to apply the state's policies fairly and consistently.

Through the Pride in Public Service program, we'll rewrite ODOT's policies to make them more clear and fair. Without that, and without a consistent decision-making model, we all could be left feeling nervous about making decisions. If we are unsure, we sometimes postpone making decisions, or make the most conservative decision for self-protection. These reactionary responses could hurt productivity.

We think it's important to discuss organizational values with our employees, and provide an ethics "insurance policy" that goes beyond a list of "dos and don'ts." We want to build active support of positive principles, not just keep from doing wrong.

Thanks for the well wishes

I'd like to thank those of you who demonstrated your concern and sent cards after the death of my father, Don. Your well-wishes helped me get through this difficult time.

My mother, Marceline, and my wife, Cindy, and children, Mollie and Jim, all wish to express our thanks for your support.

Don Forbes

Letters

Small jobs count, too

Jane Cease,
Driver and Motor Vehicles Services
Manager, Salem:

I would like to take this opportunity to extend my appreciation for the expedient way in which I was served by your staff. True, the service I requested was not a big order, but just the same, I was impressed. Thanks for your quality performance.

JOHN MORIARTY

Kirtland Air Force Base, New Mexico

Deer rendezvous

Richard Steyskal,
Project Manager, Klamath Falls:

Please accept this brief note of thanks from Martha Pagel, Reed Marbut, and me for your and your staff's kind and thoughtful help when we damaged our state vehicle when colliding with a deer. Aside from knowing we had a means to get home, we all appre-

ciate the work associated with taking care of our vehicle and loaning us one of yours. We were able to conduct our meetings in Klamath Falls as scheduled and arrived in Salem at a decent hour.

JOHN BORDEN
Deputy Director
Oregon Water Resources Department
Salem

Dedicated, reliable

Andy Anderson,
Area Maintenance Manager, Moro:

I would like to compliment the state and county highway crews that take excellent care of U.S. 97 and the surrounding area during the critical winter months. The roads are well-sanded and plowed to ensure safe driving conditions.

The folks in Sherman County are fortunate to have such a great crew looking out for their safety. As a commuter who travels the Columbia River Gorge, I can honestly say that not all highway crews share their same dedication and commitment.

KATE AND BOB MARTIN
Moro

Good Sam to the rescue

J.X. Wilson,
Region 5 Engineer, La Grande:

In mid-May, about three miles outside of Ironside on my way back to Vale, my vehicle got a flat tire. When one of your traffic technicians, Joe Gray, stopped his vehicle, I waved to him, and

he immediately offered his assistance.

He changed the tire for me and radioed our Vale office to let them know my situation. Joe was most courteous and willing to help out, and I certainly appreciate his assistance. It's good to know there still are Good Samaritans on our highways—namely, people like Joe Gray. Again, my thanks.

VICKI RAYBURN
Energy Services Representative
Idaho Power Co., Vale

Service with a smile

Pat Creedican,
District 10 Manager, Bend:

On my return trip home from Portland, my car developed a leak in the heater hose. Having no tools or an extra hose or water, we may have been sitting on the mountain for some time, had it not been for the congenial and courteous help I found at your Warm Springs highway maintenance station. The two men, Tony Lewis and Greg Morris, fixed the hose, filled the radiator and had us on our way in less than a half hour.

We sincerely wish to express our appreciation and profound thanks for them saving our day.

BOB BROWN
Redmond

Changing perceptions

Gov. Barbara Roberts,
Salem:

Robert Doran, assistant District 2A manager, responded promptly and efficiently to two issues that I discussed with him. While some people might say he was only doing his job, he made me think that there are dedicated people employed by the state. This is in contrast to the stories that commonly circulate among voters about supposedly

SOUND BITE

"Throwing golf clubs sometimes relieves stress, too."

—Robert Neill,
responding to Candid
Comments inquiry

non-productive state employees.

One of your best sources of positive public relations is promoting a good perception of state government by the electorate.

JOEL SWANNO
Aloha

(See page 6 for more letters)



ODOT NEWS

OREGON TRANSPORTATION COMMISSION

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Cynthia Ford
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Roger Breezley

DIRECTOR
Don Forbes

MANAGING EDITOR
Andy Booz

Published by
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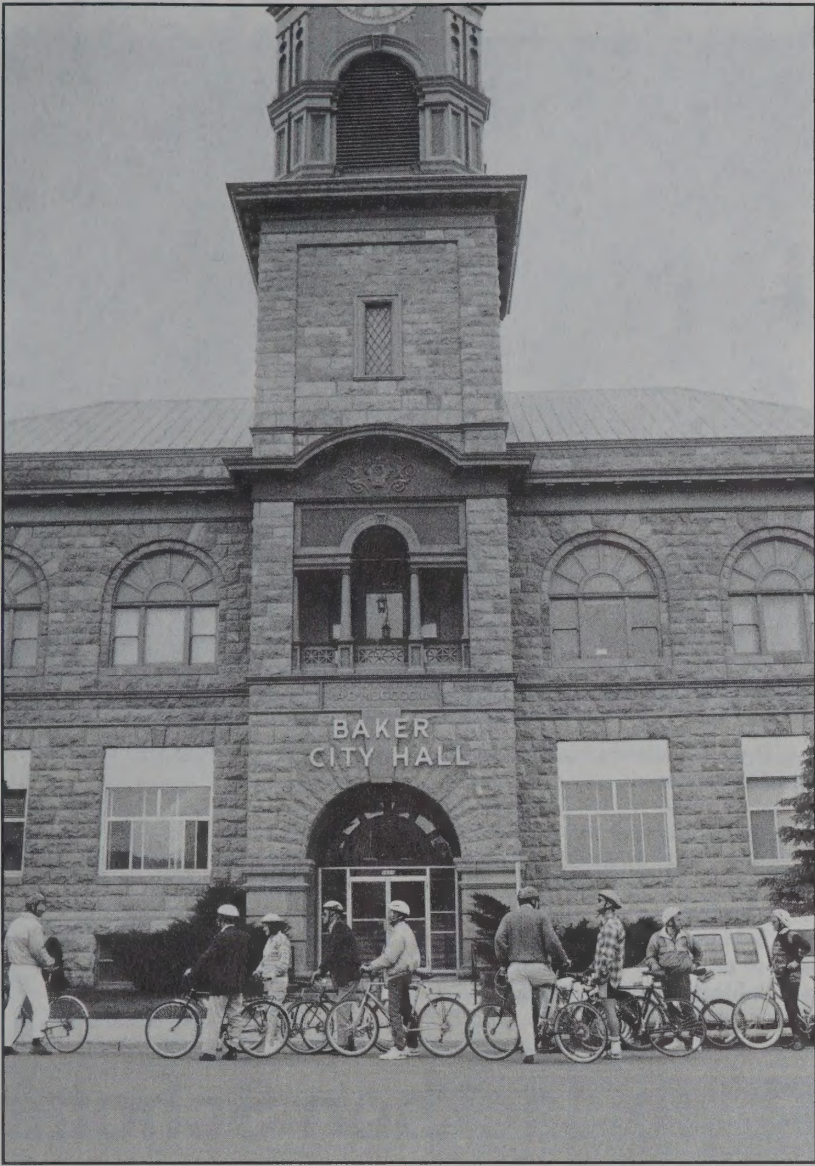


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Letters policy

Via accepts letters sent to: Via Editor, 140 Transportation Building, Salem, OR 97310. All letters are subject to editing for space restrictions and must carry an address and telephone number for verification. All letters that address issues relevant to ODOT will be considered.

Cycling commission



The Oregon Transportation Commission and ODOT staff pause at the Baker City Hall during a bicycle ride in late May. The downtown bicycle tour, in commemoration of Bike Commute Week, was the first for the commission since the late 1970s, when its predecessor, the Oregon Highway Commission, cycled Tryon Creek State Park under the leadership of the late Glenn Jackson, who was then chairman, according to Fran Neavoll, ODOT Commission Services.

DMV panel aims to ease flow of communications

ODOT's Driver and Motor Vehicles Services Branch is developing tools to improve communications among its employees and improve employee training. But those tools still need to be honed.

That was the bottom line of a report presented to DMV's management team in early June.

DMV formed an agency-wide Communications Task Force in 1990 to improve its internal communications, both up and down the organization's structure, and between headquarters and DMV field offices.

One of the task force's first actions was to gather a representative and an alternate from each of DMV's Salem headquarters units, who were designated to field questions about their unit's role if someone from outside that unit were to ask. The unit representative program has worked fairly well and since has been expanded to local DMV offices, according to Mary Liedke, the task force's chairwoman.

Liedke also noted that task force representatives are facilitating the flow of information from management to employees. The challenge now becomes improving the upward flow of information from DMV's lower ranks, she said.

Also in June, the management team heard a proposal to recruit five employees in the DMV Salem headquarters to serve as trainers for ODOT's Working program. Jane Cease, DMV manager, placed job-related training as a top priority. Making the Working program

available to the branch's headquarters employees is the first step in reaching that goal, she said.

Performance is rewarded

Crews involved in the two-year performance measurement program in June earned \$408,026 in incentive payments, ranging from \$931 to \$2,623 per person.

During a six-month period, between July and December 1991, the 27 participating crews improved their performance by 20 percent, saving taxpayers about \$1.9 million, ODOT Director Don Forbes told the Transportation Commission in June. The money saved will be reinvested in road work. Crew members share in the savings.

Quality, safety and customer satisfaction count in the measurement, along with the costs in labor, equipment and material use. Over time, those costs for each job performed were measured against a standard based on validated data, then keyed into a performance measurement matrix.

The Transportation Commission set a cap on the size of the incentive payments at 20 percent of a person's annual salary. The incentive payments apply to crews represented by the Association of Engineering Employees; Oregon Public Employees Union members voted not to participate in the incentive program.

Highway crews join in fire-fighting effort

The earliest fire season on record has triggered the response of a variety of Oregon state agencies, including ODOT, whose crews can expect a thorough workout this summer.

With no end in sight to the state's drought, the potential for devastating fires is said to be the 20th century's most extreme. Already, wildfires have burned parts of central and southern Oregon and destroyed five homes near Sisters.

Around the state, ODOT officials are assessing the situation and preparing response plans to a fire emergency. J. X. Wilson, Region 5 engineer, said his district managers are "already meeting with the locals about what we can do." And Region 3 Engineer Don Wagner reports that conferences are under way between his office and city and county agencies to discuss cooperative efforts.

While ODOT's contribution of equipment and expertise can be substantial, it faces some legal constraints on what type of work its employees can perform and how the agency is reimbursed for its services. The department charges other agencies for traffic control, for example, and ODOT can loan its people and equipment, such as water trucks, if Gov. Barbara Roberts declares an emergency.

Information specialists from natural resource agencies concerned with the drought and the subsequent fire danger have been meeting regularly to coordinate release of drought information to the public and review their procedures for circulating information among agencies.

Mike Beard, of ODOT Public Affairs, has been working with other agency representatives exploring ways

ODOT might help disseminate drought and fire information. One possibility, he said, would be to use rest area information kiosks to brief motorists on fire danger. Another option is the use of ODOT's Radio News Service for timely information distribution.

As Oregon's already severe drought continues to worsen, state officials are activating a drought management program, a component of the Oregon State

'Directly or indirectly, drought affects all of us.'
—Gov. Barbara Roberts

Emergency Operations Plan. The program is designed to provide a blueprint for an integrated and coordinated approach to the drought by state, county and local governments.

Steve Corson, a spokesman for Governor Roberts, said the drought plan may recommend actions as far-reaching as General Fund reallocation, federal assistance requests, mandatory water use curtailment and direct assistance to Oregon residents. In extreme circumstances, Corson said, assistance may include trucking water and animal feed to hard-hit areas.

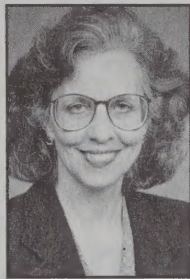
The governor is urging ODOT employees to join in the statewide effort to conserve water. "Directly or indirectly, drought affects all of us," Roberts said. "It's critically important that each of us, whether we're taking a shower or irrigating a crop, remember that effective conservation is the key to making sure we'll be able to meet our needs this summer."

Interim manager selected

Assistant manager of ODOT's aviation programs for the past two years, Wanda Kennedy has been selected to manage those programs on an interim basis. She replaces Paul Meyerhoff II, who was appointed Transportation Development Branch manager earlier this year.

Kennedy is one of 22 women in the United States who is an accredited airport executive and a member of the American Association of Airport Executives.

In her new position, she is respon-



Kennedy

managing a staff of 15 and a biennial budget of about \$6 million.

sible for managing 33 state-owned airports, and administering state aviation programs, aviation system planning, airport improvement grants, air search and rescue, and pilot safety programs, while

NEWS BRIEFS

Interpretive displays depict Oregon Trail

Historic interpretive panels for kiosks at four state parks and seven motorist rest areas along Interstate 84 are being designed to commemorate the Oregon Trail's 150th anniversary.

The \$200,000 project, supported by federal funds, involves a three-way agreement among the state Parks and Recreation Department, Oregon Trail Coordinating Council and ODOT.

Author talks about Oregon's covered bridges

Author of "Roofs Over Rivers," Bill Cochrell will discuss Oregon covered bridge history and preservation at the Tuesday, Aug. 4, Highway Retirees luncheon. The 11:30 a.m. gathering is at Myrl's Chuckwagon and Buffet, 2265 Lancaster Dr. N.E., Salem. All ODOT retirees are invited.

The last scheduled meeting of the year is Nov. 3. Contact Chuck Fredrickson, 363-0187, for more information.

Police paid overtime for traffic safety enforcement

ODOT's traffic safety program has awarded 48 Oregon law enforcement agencies a total of \$226,000 for officers to work overtime on traffic safety enforcement projects, primarily efforts to promote safety belt use.

Geri Parker, of Traffic Safety, said the funds allow each community to choose which kind of enforcement they want—to deter speeding drivers, or target especially busy intersections, for example. Awards range from \$3,000 to \$9,000 per community.

Oregon converts to metric

Think metric.

That advice comes from Don Bedford, Roadway Design's value engineering supervisor, who's coordinating ODOT's conversion to the metric system. Thinking metric likely will be the greatest barrier in the conversion, he said, considering most Americans have grown up with, and have developed, a mental picture of what constitutes a gallon, pound and foot.

Conversion to the metric system of measurement, required by the Federal Highway Administration, or FHWA, carries a September 1996 deadline.

"Metric conversion for FHWA and other federal agencies is no longer voluntary; it is now mandatory for FHWA's procurements, grants and other business-related activities, except to the extent that such use is impractical or is likely to cause significant inefficiencies or loss of markets to United States firms," according to the Federal Register.

The Omnibus Trade and Competitiveness Act of 1988, passed by Congress, declares the metric system to be the "preferred system of weights and measures for United States trade and commerce."

Last summer, the FHWA developed a metric conversion plan; now laws and regulations that "serve as barriers to metric conversion" are being revised, according to Gene Hoelker of the Salem FHWA office. FHWA manuals, documents and publications must be converted to metric by May 1994, and data collection and reporting must be metric one year later. By Sept. 30, 1996, all direct federal and federal-aid construction contracts must be in metric, Hoelker said.

Bedford said survey, geotechnical and traffic engineering, design and planning will be the first aspects of highway work affected by conversion to the metric system. Survey instruments are convertible at the flip of a switch. The only new equipment would be instruments such as tapes and survey rods, which currently are not calibrated in metric engineering scales.

But ultimately, he said, "Nearly everything we do will be affected by the metric conversion. But we're not panicking right now."

Compared to the English system of measurement, the modern metric system is simplified in that only one unit is used for each physical quantity, and there is no need for conversion factors within the system. The meter, for example, is the single metric measure for length, while its inch-pound system equivalent include the inch, foot, yard, fathom and mile.

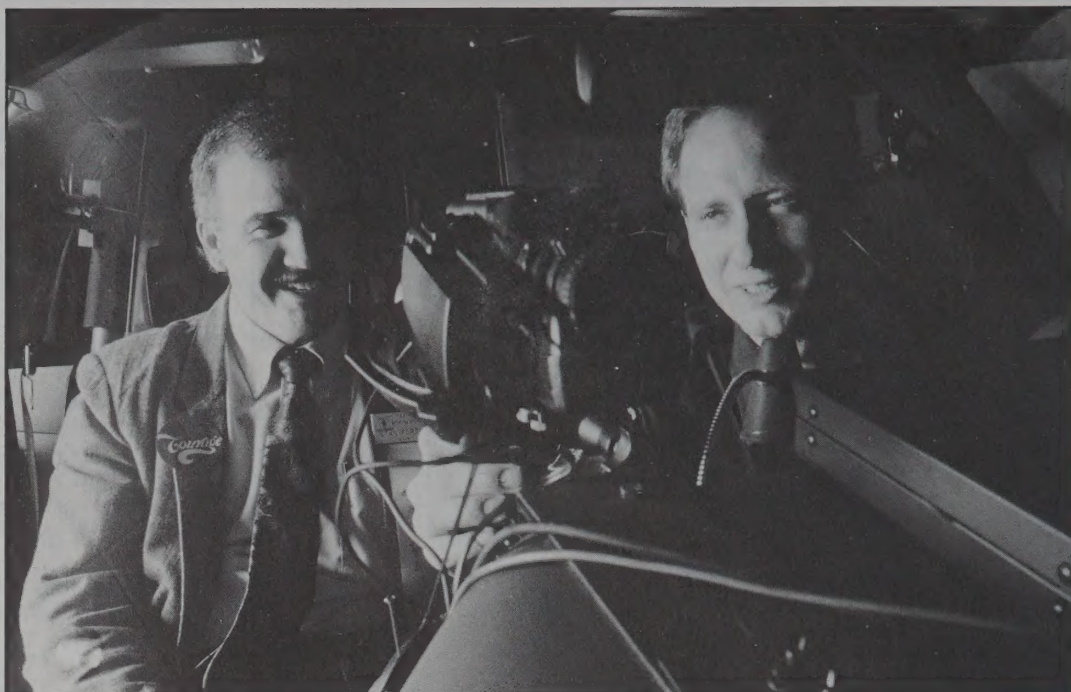
Videotapes 'capture' offenders

Video cameras are capturing drunken drivers.

About 27 Oregon law enforcement agencies statewide have equipped their patrol cars with video cameras, mounted on the dashboard, and use them to tape suspected drunken drivers' erratic driving and irregular behavior. Drivers caught under the influence of intoxicants (DUI) on police videotape rarely choose to go to trial.

ODOT Traffic Safety began supplying grant funds for the program last fall. Cameras typically are donated through Mothers Against Drunk Driving or insurance companies.

"The offender, when he sees the tape in court, chooses not to pursue a trial, and that saves court cost and time," according to Jill Vosper, DUI



Stan Porter, Traffic Safety (left), sits behind a dashboard-mounted video camera with Ron Noble, a Corvallis Police Department officer.

programs coordinator for Traffic Safety. "It has proven effective in other states."

Videotaping of drunk drivers began in Houston in the late 1980s, and has since expanded to other states. The spread of the program is being limited

by the cost of video cameras, which averages between \$1,600 and \$2,000, Vosper said.

Traffic Safety currently is funding a \$20,000 evaluation study of the video cameras' effectiveness in DUI arrests. That study will conclude this fall.

Garage sale to help Jackson Scholars

Save that stuff! The Jackson Scholars advisory committee is planning a mammoth garage sale, set for Saturday, July 18 from 9 a.m. to 6 p.m. at Judson Middle School. Judson is one of ODOT's two Salem schools involved in a business partnership in education program.

Proceeds will benefit the Glenn Jackson Scholarship fund.

A garage sale is seen as a way to increase the fund balance, currently at about \$218,000, while providing a fun activity. Salable items are being sought from state Parks and Recreation Department and ODOT employees and their families. Donated items should be

dropped at Judson's cafeteria, 4512 Jones Rd. S.E., one week before the sale, on Saturday, July 11 between 9 a.m. and 1 p.m.

Kelly Taylor, DMV License Issuance supervisor and a member of the scholarship advisory committee, said the best items to donate are shop tools, small car accessories, children's clothes and toys, kitchen accessories, dishes and basic household items. Unsold items will be picked up by the Salvation Army. Receipts will be offered for tax-deduction purposes. Contact Kelly Taylor, 378-6950, for more garage sale information.

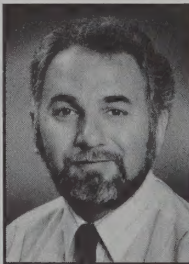
A separate policy committee is investigating ways to increase the fund by seeking a higher-yield investment and corporate matches of employee contributions. The recent employee payroll deduction pledge will generate nearly \$10,000 in pledges for the 12-month period that began May 1992.

Since the Glenn Jackson scholarship program began in 1985, a total of 16 dependents of ODOT and Parks Department employees have been awarded the \$10,000 grants.

Luther manages Support Services

Tom Luther, formerly Equipment and Services manager, in June was selected the new Support Services Branch manager. He replaces Michael Ward, facilities manager for the Driver and Motor Vehicles Branch, who had served as interim branch manager.

The Support Services Branch is comprised of ODOT's equipment fleet and equipment repair facilities, warehouse and supply operations, purchasing and forms, and other support ser-



Luther

vices. Luther is responsible for coordinating the development of plans to provide equipment and support to ODOT, as well as develop branch-level operational policies and procedures, and help create department-wide policy.

Scholars: Finalists get summer jobs

(Continued from Page 1)

an English as a Second Language program, and was involved in a peer counseling program, as well as several drama productions.

The other Jackson Scholarship finalists each will receive \$100 honorariums and an opportunity to work at ODOT for the next four summers. Those finalists are: Chris Hamburg, son of James Hamburg, a Region 1 transportation engineer; Carly Henderson, daughter of Jon Cole, a Region 1 highway maintenance worker; Robyn Jarmer, daughter of Rodger Jarmer, a Region 1 right of way agent; Dan Shike, son of Terry Shike, acting state bridge engineer; and Justin Youngers, son of John Youngers, a hearings officer for the Driver and Motor Vehicles Services Branch.

Jackson Scholars applicants either must be a dependent of an active ODOT or state Parks and Recreation Department employee who has worked at least three years for either of those departments. Selection is primarily based on academic achievement, while applicants' school and community activities, and their responses to essay questions also play a role.

The Jackson Scholars fund is primarily backed by employee contributions.

RETIREMENTS

Richard Arnall, highway maintenance supervisor 2, Highway, McDermitt, retired in June after 14-plus years of service.

Arlee Bates, highway maintenance specialist, Highway, Canyonville, retired in April after 25-plus years of service.

Robert Burton, highway maintenance specialist, Highway, Sisters, retired in May after 12 years of service.

Ronald Busey, supervising transportation engineer D, Highway, Medford, retired in May after 43 years of service.

Matthew Christenson, fiscal auditor 2, Central Services, Salem, retired in June after 11 years of service.

James Gix, supervising transportation engineer G, Highway, Roseburg, retired in May after 37 years of service.

Donald Gossel, highway maintenance specialist, Highway, Drain, retired in May after 27 years of service.

William James, transportation engineer 1, Highway, Salem, retired in June after eight years of service.

Leroy Keeney, office manager 2, Highway, Medford, retired in May after 19-plus years of service.

Norman Kellerhals, motor vehicle representative 2, Motor Vehicles, Salem, retired in June after 28 years of service.

Leo King, supervising trans-

portation engineer A, Highway, Salem, retired in June after 34 years of service.

Richard Krog, highway maintenance supervisor 1, Highway, Sisters, retired in June after 30 years of service.

Clairel Lollar, highway maintenance supervisor 2, Highway, Grants Pass, retired in May after 42-plus years of service.

David Romine, highway maintenance supervisor 2, Highway, La Grande, retired in June 30 after 30 years of service.

Richard Unrein, supervising transportation engineer D, Highway, Salem, retired in May after 35 years of service.

Restructure process extends into summer

ODOT's restructure is nearing completion.

As reorganization work teams were settling on details, the ODOT Restructure Team learned the extensive issues involved in the restructure process would take discussions into the summer.

ODOT Director Don Forbes said, "Every group is working on it now except the regions, which will eventually tackle airport maintenance, transit and planning issues. Some of the teams are nearly done, and some have just started. But by the end of July, we'll know how things are going to look."

Each branch faced a three-part challenge in their restructure: (1) reduce the number of management layers to four or five, extending from Forbes at the uppermost level to the front-line manager; (2) increase supervisors' span of control, or the number of people a manager directly supervises; and (3) reduce the number of management positions.

Furthest along is the Information Systems Branch, or ISB, which is now looking at space and location questions. That group's restructure cut the number of management layers from five to four; increased the average number of employees a manager supervises from a ratio of 3.2-to-1 to 8.3-to-1; and reduced its management positions from 27 to 12.

The Community and Governmental Relations Branch staff anticipates getting the task force's approval this month. Its restructuring would reduce management levels from four to three; increase managers' span of control from a ratio of 1-to-2 to 1-to-8; and cut eight management positions, from 12 to four.

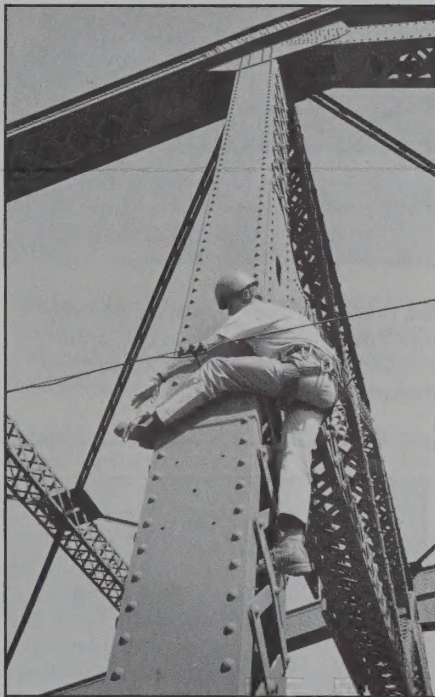
Technical Services, under new manager Tom Lulay, has developed a structure that includes Highway Operations, Program, Materials and Research and the functions formerly in Project Development. Sections in the branch are: Environmental Services; Real Estate Services, including Right of Way and Roadway Descriptions; Structural Engineering; Traffic Engineering; Roadway Engineering; Engineering Support, including Landscape,

Research, Geotechnical Engineering, Photogrammetry and other groups; Materials and Operations; and Program and Project Management, including the Transportation Improvement Plan, contracts, bid letting and local agency agreements. The branch still is defining how best to incorporate the Program Section and Operations function.

The Driver and Motor Vehicle Services Branch is looking at a structure that would group functions into driver, vehicle, field, motor carrier, hearings and support services.

Human Resource Management is in the early stages of discussion but has identified functions for the branch that include people and organizational development, employee relations, training, personnel, performance management and human resource management to help ODOT plan for the future.

Relocating the newly organized groups remains the topic of ongoing discussions. Right of Way Manager Steve Green is compiling space requirements from each branch, and the Restructure Team hopes to finalize plans in September. Also undecided is where facilities management belongs in the organization; a team is looking at defining the function, whether to centralize it or meld it into an existing work group.



A bridge inspector climbs into position on the Broadway Bridge over the Willamette River in Portland.

Climbers do multiple tasks

(Continued from Page 1)

to girder, truss and arch-type superstructures of at least 50 feet in elevation, have climbed on bridges as long as 6,800 feet and as high as 700 feet.

Using one-handed tools, climbers carry calipers, chipping hammers, rivet testers, cameras and other instruments. Crews carry field notebooks that contain each bridge's original plans and specifications, so inspectors can compare findings to the original designs. Burgess and Niple trains the engineers in standard rock-climbing techniques at the company's course.

The work is part of a federally mandated bridge inspection program that requires all public bridges to be inspected every two years. Oregon has about 6,500 bridges in need of inspection. ODOT has a two-year, \$270,000 contract with Burgess and Niple to inspect 209 Oregon bridges.

Rest for riders



Bikeway Specialist Michael Ronkin (left) checks construction progress on a bicycle rest area along the Oregon 22 bike route just west of Oak Knoll Golf Course and the Salem city limits. With him is Mike Walden, assistant highway maintenance supervisor. The rest area was dedicated in May.

Charbonneau takes 10K

Joe Charbonneau, a Bridge employee, captured ODOT's annual Transportation Safety Week 10-kilometer race in 35 minutes, 37 seconds in late May at Minto-Brown Island Park in south Salem.

Charbonneau's time will be combined with the top five ODOT and state Parks and Recreation Department runners' times, then compared with those submitted by other state DOTs. Oregon's fastest five times were run by Charbonneau; Al Tocchini, Parks, Salem, 37:44; Eb Engelmann, Environmental, Salem, 39:15; Karl Krueger, Driver and Motor Vehicles Services, Salem, 40:26; and Nowzar Ardan, Bridge, Salem, and Matt Caswell, Right of Way, Salem, both 42:15 (tie).

Lauren Bluth, a Federal Highway Administration employee, Milwaukie, completed the 6.2-mile course in 46:04 to win the women's 10K race. Lisa Abramson, an ODOT employee's guest, was the second woman over the line in 49:40, and Robin Leighty, an Environmental employee, Salem, was third in 58:27.

Charbonneau took the 30-39 age

group, Tocchini won the 40-49 masters, and Engelmann topped the 50-59 age group. Elmer Leland of FHWA, Milwaukie was the fastest over-60-year-old in 51:10.

Race walkers Sandy Martell and Jewel Robbins, both Parks employees, completed the 10K course together in 1:00:39.

Region office opens doors

The Region 5 headquarters staff in La Grande is planning a July 17 open house to show off its new building and how it consolidates offices that had been scattered.

The building, at 3012 Island Ave., incorporates the Highway region office, permits and weighmasters, right of way, project managers and state Parks and Recreation Department region staff. ODOT employees and the public are welcome to the 1:30-4 p.m. open house.

14 honored by 3E Award

Fourteen Highway employees were honored with the annual 3E Award, an employee recognition, in May. The group includes one management and one represented employee from each region and two represented and two management employees from the Salem area.

Non-management and management winners, respectively, include: Region 1—Chhommony (Mony) Mao and Mike Spaeth; Region 2—Ingrid Saltvold and Chuck Curtis; Region 3—Randy Lecroy and Larry Asbury; Region 4—Larry Hardie and Cecil Smalley; Region 5—Cal Whitnah and Mike Eden; Project Development—Hollie Groves and Tom Lulay; and Administration—Pat Turpen and Mel Makin.

Each winner got a \$200 U.S. Savings Bond and a plaque.

All permanent Highway employees were eligible, and any ODOT employee could nominate a candidate. Selection is based on how well a nominee demonstrates Highway's three primary values—efficiency, economy and excellence. That includes, for example, people who do their jobs more effectively or in a less expensive way, or set and achieve high professional standards.

REMEMBERING

Jess Drury, highway maintenance foreman 1, Highway, Salem, died May 4. Drury, who was 69, served Highway for 31 years until his retirement in 1982.

Lennis Edwards, highway maintenance foreman 2, Highway, Sandy, died April 29. Edwards, who was 85, served Highway for 25 years until his retirement in 1972.

Robert Ismert, highway maintenance man 3, Highway, Pistol River, died March 25. Ismert, who was 82, served Highway for 26 years until his retirement in 1974.

Ernest Fritz, highway mainte-

nance man 3, Highway, Brookings, died March 24. Fritz, who was 89, served Highway for 21 years until his retirement in 1967.

Robert Matheson, highway maintenance supervisor 2, Highway District 13, La Grande, died April 16. Matheson, who was 66, served Highway for 32 years before retiring in 1986.

R.H. "Mac" McDonald, highway maintenance foreman 3, Warm Springs, died April 15. McDonald, who was 83, served Highway for 27 years until his retirement in 1973.

Extending a bridge's lifetime

The Yaquina Bay Bridge is in for a shock to extend its lifespan. The Newport bridge's \$10 million restoration project is one of 30 reinforced concrete bridges scheduled to undergo cathodic protection as part of ODOT's Coastal Bridge Program.

Extending the bridge's life rather than replacing it is estimated to save \$250 million, according to Chuck Curtis, project manager.

Cathodic protection stops the corrosion caused when salt air and water reach exposed reinforcing steel bars. The process uses an electrical current applied to a zinc surface coating to repel salt, which otherwise would penetrate concrete and corrode the steel reinforcement inside. Without the electrical current, the salt would rust any exposed steel bars and eventually the concrete-covered bars. The pressure caused by that process breaks away the concrete, weakening the bridge.

This spring, the Yaquina Bay Bridge project got under way by cutting and grinding off the top part of the concrete deck by using concrete saws. Workers forced out the remaining concrete with high-pressure streams of water.

The old deck is being replaced with a new concrete surface that's resistant to moisture, so water is prevented from seeping through and rusting the reinforcing steel, Curtis said. A contractor now is constructing work trestles to prepare for the cathodic protection work. The trestles will support a large enclosure to contain the zinc particles during spraying. Zinc is considered a hazardous material.

ODOT chose to use zinc cathodic protection—a process that the California Department of Transportation developed and patented—because it preserves a bridge's architectural detail. After the zinc coating weathers, it blends well with new concrete.

The Cape Creek Bridge, near Florence, was the first bridge in the nation to undergo large-scale cathodic protection, according to Walt



Transportation Engineer Mo Dichari and Don Lowe, an engineering specialist, check the high-pressure-water removal of the old decking on the Yaquina Bay Bridge. Construction crews are extending the bridge's life rather than replacing it, saving an estimated \$250 million.

Eager, bridge engineer. The \$5 million restoration and cathodic protection project is estimated to save ODOT \$14 million by not replacing

the bridge. If the Cape Creek Bridge had been replaced, the construction project would have detoured motorists 140 miles.

Letters

(Continued from Page 2)

Stuck halfway home

Marty Havig,
District 6 Manager, Roseburg:

Earlier this year, my child and I were stranded on Interstate 5 southbound, about 15 miles from Grants Pass, when one of your employees, Daryl Thompson, stopped to see if he could be of assistance. In a few minutes, he found a disconnected wire and properly secured the connection so it wouldn't come loose again.

After traveling 200 miles with 400 more to go, I couldn't express how thankful I was. I realize that being a state employee prevents him from accepting money, so I offered him a soda, but he didn't accept it.

VALERIE ROSE
Beaverton

(Thompson is a District 6 equipment mechanic, Roseburg.—Editor)

Got a spot on the map

Dick Unrein, Bikeway Program
Manager, Salem (since retired):

Thank you and your staff for taking my suggestion to incorporate the Aufderheide Scenic Byway into your new edition of the Oregon Bicycling Guide. Thanks, too, for sending me copies of the new guide and the Oregon Coast Bike Route Map.

It may seem like a small thing, but having the Aufderheide Drive put on the map is an important part of our strategy of attracting cycling tourism. Two major cycling events will introduce riders to this enjoyable resource this summer and fall, and we want folks to be able to find their way back.

PAUL KEMP
Economic Development Specialist
City of Oakridge

An operation's crux

Arthur Steele,
Assistant Project Manager,
Highway Region 4, Bend:

We are both very much aware of the problems and challenges concerning a project, such as the one on U.S. 97 between Bend and Redmond. I worked in engineering for 20 years in the Willamette Valley, and my husband worked for the Oregon State Highway Department for 10 or 12 years in the late 1940s to mid-1950s in the Bend-Redmond area.

Consequently, we truly appreciate the excellent job being done. The planning, engineering as well as the inspection of the project is the crux of the entire operation.

VERNIE OLSON
Redmond

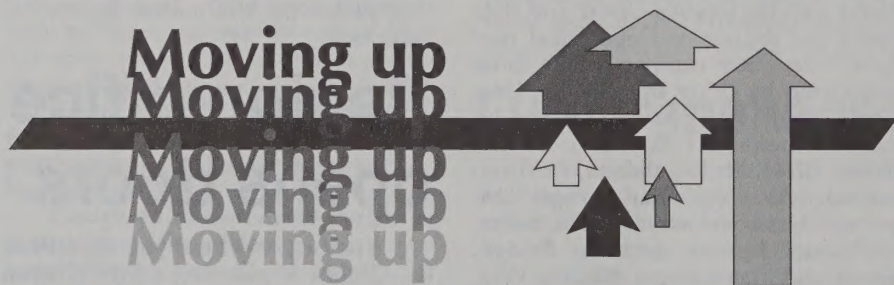
Enduring relationship

Larry Asburry,
District 5 Manager,
Highway Division, Springfield:

I have lived on the McKenzie River now for 11 years. During that time, I have observed Oregon State Highway Division crews doing their job and many times felt thankful that we have these people doing such work. So I resolved to take time to write you and commend Bill James, the McKenzie Bridge highway maintenance supervisor, and also the many people who work with him.

Bill and his crew have a difficult stretch of highway to oversee during all seasons of the year, but always manage to do an outstanding job, are polite, friendly and safety-conscious. We are indeed fortunate to have these people serving us on the McKenzie River.

RUSS CONKLIN
Finn Rock



Highway

Jack Adams, highway maintenance specialist to highway maintenance assistant supervisor, Corvallis.

Thomas Boylan, highway maintenance supervisor 1 to highway maintenance supervisor 2, Springfield.

James Braendle, engineering specialist 2 to engineering specialist 3, Salem.

Larry Carson, transportation engineer 2, Roseburg, to supervising transportation engineer D, Grants Pass.

Arthur Clark, highway maintenance specialist to engineering specialist 2, Klamath Falls.

Dale Deatherage, transportation engineer 1, Portland, to transportation engineer 2, La Grande.

Stephen Dockins, engineering specialist 1 to associate transportation engineer, Corvallis.

Ernest Filley, weighmaster supervisor 2, Salem, to principal executive manager A, Umatilla.

Eric Fosgard, engineering specialist 1 to associate transportation engineer, Portland.

Darin Harper, traffic signal technician 2 to traffic signal technician 3, Salem.

Vera Hixson, office specialist 1 to office coordinator, La Grande.

Larry Lewter, transportation engineer 1 to transportation engineer 2, Hermiston.

Robert O'Neal, engineering specialist 1, Portland, to associate transportation engineer, Salem.

Leroy Quam, engineering specialist 1 to engineering specialist 2, Eugene.

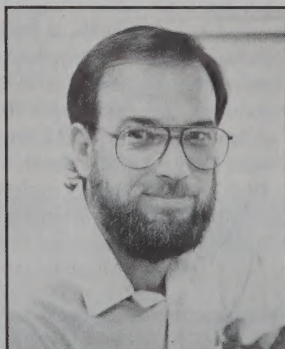
Ann Sanders, engineering specialist 1 to engineering specialist 2, Eugene.

Raymond Thwaits, associate transportation engineer to transportation engineer 1, Bend.

Rodney Ulberg, electronic technician 2 to program technician 1, Salem.

William Watt, engineering specialist 1 to engineering specialist 2, Salem.

Michael Wilbur, highway maintenance specialist to highway maintenance assistant supervisor, Springfield.



Larry Carson
Supervising Transportation
Engineer D, Grants Pass

Light-rail funds OKd

The Transportation Commission in June approved spending \$22 million in federal highway money on the Hillsboro section of the westside corridor light-rail line.

The action results in a shift of highway funds from Region 1 projects to the light-rail project. Region staff will identify the specific highway projects affected by the funding shift after gathering local input. The commission also established a capital reserve account for the project, required by the Federal Transit Administration.

In other action, the commission approved a request from Paul Meyerhoff II, Transportation Development Branch manager, to enter into a feasibility study on the use of electronic license plates for overweight trucks traveling by permit. If determined feasible, the study would clear the way for trucks to pass specially equipped weigh stations in Utah, Idaho and Oregon without stopping. The study will be supported by \$120,000 in federal funds and a \$10,000 match from each of the three states.

PROFILE: BOB BRYANT

Listening, learning through a shared leadership style

By ANDY BOOZ
Via Managing Editor

Say you're part of an institution, a government even, and you have the unique ability to reduce the average John Doe's commute time. Say you have the power to buy private land, build expanses of roadway, and span massive rivers—all with someone else's money. What would you do first?

Ask Bob Bryant that, and he'll likely tell you to listen before you act.

In his position as project development engineer for Highway's Region 4 in central Oregon, he oversees the location design, utility and geology phases of highway construction. Beyond that, he's positioned between the highway builders and the taxpaying public. That role has him working with citizen and technical advisory committees in large cities—as well gathering with ranchers at the only cafe in town—to seek common ground between a community's concerns, on the one hand, and highway standards and practices on the other.

When he joined the Bend-based region staff in 1987, then in the new position of project coordinator, he became the office's unofficial public involvement coordinator for the area's major transportation projects.

One of his first challenges was gathering public comment on the widening of Centennial Drive, from the Sunriver Road to Mt. Bachelor Ski Area. He was quickly caught up in the project's controversy. Turning the narrow, winding road into a four-lane highway was required for the ski area to expand, but the opponents of that expansion jumped on highway officials, not because they hated the road-widening, but because it was their first opportunity to speak out against Mt. Bachelor's expansion.

"They felt their local ski slope would be inundated with tourists," Bryant said. "And Bend skiers wanted it left the same." If nothing else, the experience impressed him with the importance of the public-comment process. "Now if the U.S. Forest Service had done a good job (of public involvement) when preparing the draft of the ski area expansion, we probably would have worked through the issues more easily."

Of larger magnitude is the Bend Parkway, a huge \$79.5 million project. The parkway represents Bend's solution to unclog the bottlenecked U.S. 97 that runs the length of town. And Bryant was placed in charge of making presentations at citizen and technical advisory committee meetings, public meetings and smaller, local-interest groups. News reporters know he's the guy to call with their questions.

When the parkway won 63 percent support from Bend-area voters, Bryant sensed his efforts to share information—and, particularly, to listen closely—had paid off.

"We've gotten some good feedback from the public, particularly for taking time to work with concerned landowners and interested citizens," he said. "They've noticed the extra effort we've made, that we've been open, honest and up-front from the beginning. And they appreciate that. They know what to expect from us."

Of course, not all projects blossom into success stories. Take the Crater Lake boundary-to-Fort Klamath project on Oregon 62, for instance. The roadway realignment project appeared relatively straightforward at the start, but soon turned ugly. "The ranchers pretty much run things down there," he said. And when Highway attempted to pur-

chase right of way property for the project, the ranchers didn't want their irrigation systems disturbed. "Their systems had been built over hundreds of years, and they wanted status quo. They didn't want to sell their ranch land."

When the local citizen advisory committee would meet at the only cafe

dards and practices. He finds his working relationship with contractors to be natural, because he had a small forestry contracting business before pursuing the engineering field. And as a member of the region's location design, geology, and management teams, he holds a strong belief in shared leadership.



Bob Bryant, Region 4 project development engineer, Bend (right), speaks with Senior Designer Barry Zelmer in the region's Location Unit.

in town, the Fort Klamath area business owners mostly sat quiet and let the ranchers have the floor, in fear of losing the ranchers' business.

Reaching consensus ultimately meant compromise. The road was realigned, but not widened as much as project development had recommended. Ranchers sensed the planned signposts would pop from the ground because of the area's severe freeze-thaw cycle, so they were beefed up to 8-by-8-inch posts, which then were rooted in a pocket of stone to cushion the freeze-thaw.

In addition to working with the public, Bryant is facilitator, mediator and coach. He coordinates consultants' project development work, beginning with outlining a project's scope of work, to monitoring their progress and evaluating their completed product to ensure it conforms to current highway stan-

'They've noticed the extra effort we've made, that we've been open, honest and up-front from the beginning. And they appreciate that. They know what to expect from us.'

—Bob Bryant

"I feel like an equal partner on our work teams," he said. "Sure, I take a hard line on some things, but I provide plenty of latitude to make decisions." So in addition to balancing aspects of multiple projects, Bryant tries to know when to intervene. "Our team leaders use me as a resource. They know which issues where I might want to be involved."



Bryant (center) speaks with Design Team Leader Phil Lewellyn (left) and Assistant Project Coordinator Wayne Coder.

That process—and indeed the entire project development process—has changed dramatically since 1984, when he began his highway career in Salem as a survey crew chief, he said. Environmental impact statements, interagency coordination and public involvement are just some of the new ingredients to getting a project to contract. "Before, you didn't have to get through all the hoops. But, of course, back then a project could blow

up in your face if you didn't take those steps."

Some elements of that process, however, eat into the time required to get a project to construction. But in the case of the Bend Bypass, he's making the most of progress. By keeping in touch with Final Design in Salem's Transportation Building, his staff is taking the project's development in "bits and pieces, so we have concurrent work going on, both in Salem and our Bend field office," he said. By working closely at the same time, rather than sending the project's entire design back and forth for revisions, Bryant says the project will be completed faster—and Bend's bottleneck will be freed.

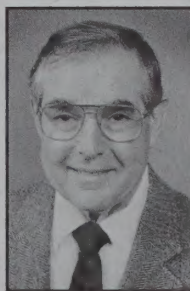
But while nothing is permanent but change, some things remain the same. Extended projects still take him on the road, away from his wife Julie and three young children. And even though he considers automation to have revolutionized the highway business, there still will be challenges that even computers can't resolve.

Like listening.

RETIREES REPORT

C.C. "Hughie" Hughes, Salem, a former Highway storekeeper who retired in 1989, and his wife, Beverly, care for their daughter's two children, ages 6 and 7, while school is in session. Since Beverly retired last year, they have spent their summers traveling and visiting friends and relatives. So far, they have toured California, Washington, Montana and Minnesota. When they're not on the road sightseeing or keeping in touch with others, they simply relax.

At home, Hughie's time typically is divided between yard work and growing flowers. Yet he finds time to



Hughes

Since his retirement in 1989, Paul Burket, Salem, former Aeronautics

volunteer weekly at a Mount Angel nursing home and several times a week at a vineyard, as well as visit current and retired ODOT friends at his former office and the quarterly Highway Retirees luncheon.

administrator, and his wife, Joyce, have traveled to Dallas, Texas to visit relatives, as well as share time with their children and grandchildren in Nebraska and Colorado. Now an air navigation consultant for the federal government, Paul has traveled to Washington, D.C. and Anchorage, Alaska, among other places.

The Burkets supplement their extensive yard maintenance and landscaping activities with a brisk walk every day. Paul enjoys semi-retirement, although he keeps an eye on Oregon's aviation efforts. So far, he's pleased with its progress.

CANDID COMMENTS

What do you do to relieve stress?

Carolyn Wagner
Public Service Representative 3
DMV Reinstatements
Salem



Carolyn Wagner

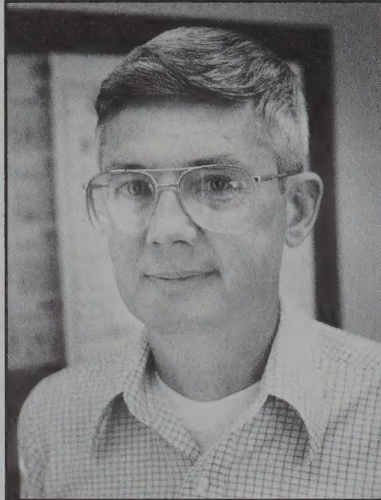
I listen to music and read non-technical books.



Dee Haas
Purchasing Analyst
Equipment and Services
Salem

Dee Haas

I go home and work in my yard. At work, I try to take a deep breath before continuing.



Barry Sucorowski
Motor Vehicle Representative 3
DMV, Ontario

Barry Sucorowski

I play a lot of tennis—that's one of my big stress relievers—and also ride my bicycle and try not to think about work when I get home. I spend a lot of time with my family and have help from my wife in talking things out.

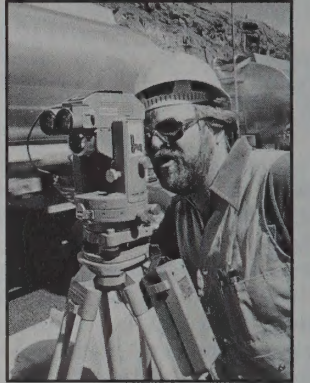


Karen Stephenson
Vehicle Program Support
Manager
DMV, Salem

Karen Stephenson

At work, I make a point of getting out of the building during my lunch hour. This takes me away from the sights and sounds of the work place and allows me to return renewed with a positive attitude. At home, I retreat to a quiet place, play soft music, put my feet up, close my eyes and think about quieter times.

Robert Neill
Transportation Engineer 1
Troutdale



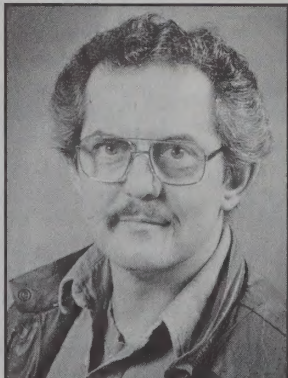
Robert Neill

Going to the dog races, playing golf and going to the Trail Blazers basketball games are stress relieving. Throwing golf clubs sometimes relieves stress, too.



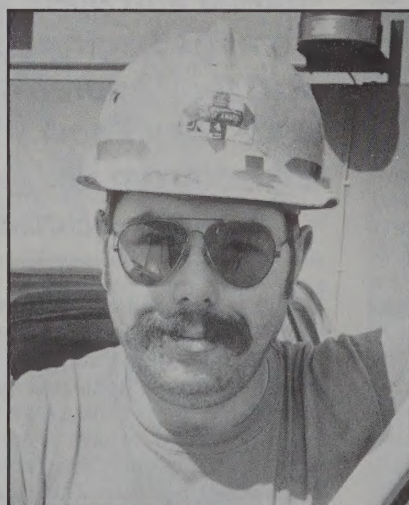
Juanita Sanchez
Office Coordinator
DMV, Salem

David Garrick
Heavy Equipment
Mechanic 1
Highway
Salem



Juanita Sanchez

At work, I deal with stress real well by trying to remember that this is a job and having fun while there. Then I try to leave any work stress at work. And at home, I get involved with extra activities.



Mike Keys
Highway Maintenance
Specialist, Mitchell

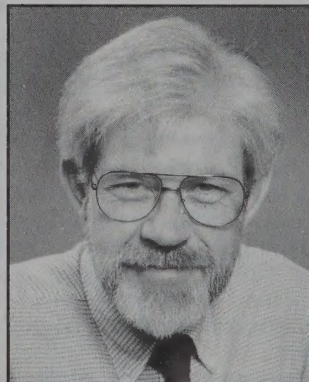
David Garrick

I listen to soft music, ride my bike and relax as much as I can. I also go sailing and ballroom dancing whenever possible.

Mike Keys

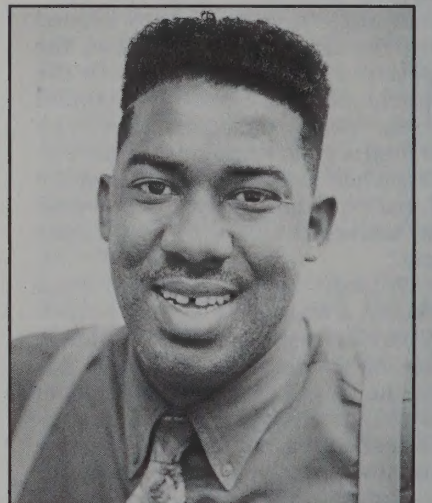
The main way I relieve stress is by getting involved with some kind of physical activity, exercise or physical work to wear off stress.

Lee LaFontaine
Transportation Planner
Public Transit, Salem



Lee LaFontaine

I go home and work hard. Through an organization called the Oregon Raptor Center, we rehabilitate injured birds of prey and 40-plus hawks and owls. That relieves my mind of daily cares.



Thaddest Reynolds
Motor Vehicle Representative 2/
Leadworker
DMV East Portland Drive Test Center

Thaddest Reynolds

Exercising daily, using bio-rhythmic feedback and keeping a sense of humor helps me alleviate a tremendous amount of stress. It helps to enjoy what one does for a living, too.